



Mogale City

Local Municipality

Draft

**2010/11
IDP Review**



	TABLE OF CONTENTS	
	CHAPTER 1 : PROCESS PLAN	1
1.1	Introduction	1
1.2	IDP Process Plan	
1.3	MEC's comments on the 2009/10 IDP review	13
	CHAPTER 2: SITUATIONAL ANALYSIS	14
2.1	City's profile	14
2.2	Socio-Economic Profile	16
2.3	Service Delivery Issues	24
2.4	Summary of Infrastructure backlogs	32
2.5	Poverty Alleviation	34
2.6	Institutional Analysis	32
2.7	Institutional Development	36
2.8	SWOT Analysis	38
3	CHAPTER 3: STRATEGIES	40
3.1	Introduction	40
3.2	New National and Provincial Priorities	40
3.3	2014 Vision	41
3.4	National Spatial Development Perspective	42
3.5	Gauteng Growth and Development Strategy	43
3.6	Gauteng Global City Region Perspective	45
3.7	Local Government Turn-around strategy	45
3.8	World Summit on Sustainable Development	47
3.9	Mogale City Strategic goals for 2010- 2014	47
3.10	Strategic Plan Target	53
4.	Chapter 4: Project Phase	58
5	Chapter 5: Proposed Secured IDP projects link to Capital Budget	66
6	CHAPTER 6 : SECTOR PLANS	
	Annexure: (A) Human Settlement (Housing Development Plan)	
	Annexure : (B) Draft Indigent Management Policy	
	Annexure (C) Draft Spatial Development	
	Annexure (D) Draft Organisational Performance Management Policy Framework	

CHAPTER 1 : PROCESS PLAN

1.1 Introduction

This is the 4th annual review of the 5 years Integrated Development Plan (IDP) of Mogale City Local Municipality (MCLM). This IDP review follows from the City's vision to provide quality service delivery for all in Mogale City. Furthermore, the IDP review has considered that there are community needs that should be prioritised to guide the allocations in the City's budget for the 2010/11 financial year.

This IDP review is prepared in alignment with the budget and performance management plan objectives of the municipality, resulting in the development and submission of the Service Delivery and Budget Implementation Plan (SDBIP).

This report firstly provides the IDP Process Plan, Chapter 1, which is the methodology that is applied to undertake IDP review. The IDP process plan outlines the IDP timelines, roles and responsibilities of various stakeholders and discusses the binding legislation and provide a list of comments on the 2008/9 IDP from the MEC for Local Government and Housing. Secondly, the report refers to situational analysis, which is Chapter 2; it shed light on population dynamics, service delivery success and backlogs, identification and brief analysis of priority areas as well as community needs.

Thirdly, the report outlines strategy guidelines that have been developed to drive programmes and projects implementation. Chapter 3 would deliberate on the vertical and horizontal alignment issues respectively. In this chapter focus is on the alignment of the MCLM's programmes with national and provincial programmes, It further explains the strategic alignment with adjacent municipalities, in particular the municipalities in the West Rand District Municipality. Finally, the IDP review outlines the project plans in chapter 4, which outlines the budget allocation for the 2009/10 financial year and the two outer years of the Medium Term Framework. The project plans would be provided as ward based.

1.2. IDP Process Plan

1.2.1. Legislative framework

The Local Government: Municipal Systems Act, 2000(Act 32 of 2000) herein after referred to as the MSA, provides in Chapter four that the IDP be reviewed and updated every financial year in accordance with the resources and changing circumstances of the municipality.

The MSA (2000) requires from the municipality, after the start of its elected term to adopt a single, inclusive and strategic plan for the development of the municipality. The preparation of this MCLM IDP is in the spirit of providing a 5 year strategic plan for the MCLM.

In terms of Section 27 of the MSA, a local municipality should develop an IDP process plan. The framework requires consultation between the district municipality and the constituent local municipalities during the process of drafting their respective IDPs. Thus, the framework binds both the district and all the constituent local municipalities within the jurisdiction of the West Rand District Municipality.

In terms of the provision of the Local Government: Municipal Finance Management Act, 2003 the IDP and Budget process plans should be tabled by the Executive Mayor at Council 10 months before the end of the financial year.

1.2.2 Approval of the IDP Process Plan

MCLM has approved the IDP Process Plan in August 2009 in accordance with the provisions of the Municipal Finance Management Act and the MSA.

According to the IDP guide packs issued by the Department of Provincial and Local Government (DPLG), the IDP Process plan should include the following;

1.2.3 Framework programme with timeframes

		Table 1: Time frame for IDP Process plan 2010/11																						
PHASES																								
	ACTIVITIES	Responsible	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul										
PHASE 1 PLANNING PROCESS																								
	Draft a IDP process Plan	IDP manager																						
	presentation to IDP/Budget task team																							
	Participation Process-Cluster ward meetings																							
	MEC comments Review																							
	IDP Process plan approval																							
PHASE 2 ANALYSIS																								
Community and Stakeholder Analysis	Community list register	Speaker Office																						
Municipal Wide Analysis	Economic Priorities	Finance Services																						
	Institutional analysis	Corporate Services																						
	Spatial priorities	Planning and Development																						
	Socio-Economic priorities,	IDP manager																						
	Institutional & transformation	All Departments																						
	Legal Framework compliance	municipality																						
	Alignment of priorities	IDP manager																						
PHASE 3 STRATEGIES																								
	Vision, mission	municipality																						
	Development priorities, objectives	municipality																						
	Strategies, Project/Programme Identification	municipality																						
PHASE 4 PROJECTS/PROGRAMMES																								
Project proposals	Priority Projects/Programmes	All Departments																						
Project costing	CAPEX & OPEX	Budget and IDP																						
	Projects Targets based Indicators (PMS)	All Directorates																						
PHASE 5 INTEGRATION																								
	MEC comments	IDP																						
	Sectoral Plans																							
	Operational plans	All Departments																						
	PMS	IDP snd PMS																						
	Local integrated Plans/Programmes	All Directorates																						
PHASE 6 APPROVAL																								
	First Draft IDP	Mayor/Council																						
	Public notice	IDP manager																						
	Inviting Comments/Public Notice 21 days																							
	2nd Draft IDP																							
	Cluster Ward Public Meetings	IDP Forum																						
	Incorporating/Responding to Comments	All Departments																						
	Approval	Council																						
	Submissions	IDP manager																						

Table 1, above outlines the process to be followed during the IDP planning and budget process during a financial year, in terms of the provisions of the MSA and Local Government: Municipal Finance Management Act, 2003 (MFMA). Section 23 of the MFMA, states that the Mayor of a municipality must at least 10 months before the start of the budget year, table in the municipal council, a time schedule outlining key deadlines for the:

- preparation, tabling and approval of the annual budget
- Integrated development plan in terms of Section 34 of the MSA.

Moreover, the MFMA states that the municipal council must, at least 30 days before the start of the budget year, consider the approval of the annual budget.

1.2.4. Issues of roles and responsibilities

The Executive Mayor and the Municipal Manager of the MCLM are the overall accounting and responsible persons for the monitoring and implementation of the IDP review process. However, this responsibility has been delegated to the Municipal Manager. The Municipal Manager with the support of the IDP and performance Management unit is responsible for managing the preparation of the IDP.

a. IDP/Budget Implementation Team

The IDP/Budget team is chaired by the Chief Operations Officer and consists of Chief Financial Officer and IDP and Performance Management Unit as well as the Budget and Treasury Office and Public Participation Officer and other senior officials. The role of this committee is to provide:

- overall management and co-ordination of the planning process
- relevant technical, sectoral and financial information for analysis and determination of priorities.
- contribute technical expertise in the consideration and finalisation of the strategies and implementation of projects

The technical committee meets on a weekly basis to assess the progress made and to guide the process of IDP preparation.

b. IDP Co-ordinators Forum

The co-ordinators forum which is constituted by IDP managers from all four local municipalities and the district municipality provides a platform where the district and local municipalities discuss areas

of mutual interests and provide alignment between all municipalities. The IDP co-ordinators forum meets at least once a month to discuss the alignment process.

c. IDP Stakeholder Forum

The IDP stakeholder forum consists of all stakeholders, such as labour, business, youth and religious groups. The IDP representative forum ensures effective and efficient public participation on matters of the IDP review. This structure meets to;

- consult on the contents of the IDP
- monitor the implementation of the IDP
- discuss the development, implementation and review of the municipality's PMS and
- monitor the municipality's performance in relation to the key performance indicators and performance targets set by the municipality;

1.2.5. Procedure for alignment and consultation

a. Levels of alignment

The City has, for the duration of the IDP review, promoted horizontal and vertical alignment

(i) Vertical alignment:

Between spheres of government, role players are:

- national and provincial departments
- para-statal institutions such as (Eskom, Telkom, Rand Water etc.)

(ii) Horizontal alignment:

Major role-players in horizontal alignment are;

- local municipalities within the WRDM area of jurisdiction.

Table 2: Horizontal Alignment Activities of District and Local Municipalities

ALIGNMENT ACTIVITY	LOCAL/DISTRICT MUNICIPALITY	LMs/ OTHER SECTORS
Information on priority issues		
Joint decision on IDP guidelines		

Technical inputs to project planning		
Sector programmes under responsibility of the district		
Submissions of draft IDP		
Comments on the draft IDPs		

1.2.6. Binding plans and planning requirements at provincial and national level

Table 3: List of Binding Plans and Legislation

Category of Requirements	Sector Requirements
For a municipal level plan	Water Services Development Plan
	Integrated Transport Plan
	Integrated Waste Management Plan; State of the Environment Report

For sector planning to be incorporated as a component in the IDP	Municipal Housing plans
	Local Economic Development Strategies;
	Financial Plan; Medium term budget plans
	Capital Investment Programme
	Spatial Development Framework.
	Performance Management System
	Integrated HIV/AIDS Programme
	Integrated Poverty Alleviation and Gender Equity Programme
	Disaster Management Plan
For compliance with normative frameworks	National Environmental Management Act
	Development Facilitation Act principles
	Gauteng Spatial Development Framework

1.2.7 Procedures and principles for monitoring of planning

a. Mayoral committee and Council

The Mayoral Committee and Council have an oversight role in the IDP preparation, drafting and approval. The Mayoral Committee should approve;

- draft IDP for Public consultation

Council is the only body that has the competence to approve the draft IDP and Budget.

1.3 MEC's comments on the 2009/10 IDP review

In terms of Section 32(2) of the Municipal Systems Act (MSA), I have concluded that there is no issue that requires amendments to the 2009/10 IDP, and therefore provide my comments below. The comments are clustered according to the five Key Performance Areas (KPA's) against which the Municipal Integrated Development Plan was measured.

Table 4: MEC's Comments and MCLM response

1.	Local Economical Development and Growth	MCLM Responses
a.	The IDP points out that due to the absence of a District Growth and Development Strategy, the municipality has sought to align its five year developmental strategy with the provincial GDS. Contrary to this assertion, the West Rand District GDS was developed in 2006 following the call by the then President of the Republic Thabo Mbeki for all district municipalities to convene growth and development summits. It is therefore essential for the municipality to review its priorities and planning so as to align with the district wide strategy	Noted
b.	Mogale City is a critical economic pillar of the West Rand region. It is therefore essential that the economic development endeavours of the municipality include an effort to embed the municipality deeper into the provincial space economy so that it can take full advantage of its comparative economic advantage. This entails investment in the strategic economic and transport infrastructure aimed at enhancing connectivity and competitiveness (as part of the municipality's initiatives around business attraction, retention and expansion).	Noted
c.	As part of sourcing alternative sources of funding, the IDP refers to several initiatives aimed at selling municipal owned land. Having sold land worth R 21 million already, the IDP points to plans to sell land worth +/- R250 million to finance capital projects. While acknowledging the need for the said capital, the municipality is strongly advised against selling land. If continued, this practice will have a negative impact on government's ability to deliver services in the long run as this land would have to be bought from private owners at a substantially higher rate. The municipality's plan to establish a land agency by August 2009 is a good initiative and the municipality is encourage to utilise the said agency to explore to explore mechanisms of ensuring the optimum use of municipal owned land.	Noted
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2.	Social upliftment	
a.	There are significant levels of poverty in Mogale City, which aided to the reasoning of identifying the municipality as one of the pilot sites for the presidential war on poverty campaign. Against this background, the IDP reports a drop in a number of households in the indigent register from 4 705 in June 2008 to 3 209, signalling a decline in a number of households benefitting from the indigent policy. As part of efficiently effecting the evaluating the indigent register to ensure that all the needy and qualifying households are correctly covered and receive aid. This will be a significant contribution towards achieving government's priority of building cohesive, caring and sustainable communities.	noted
3	Finance	noted
	The global economic crisis would require a reconfiguring the spending patterns for all of government. One of the biggest areas of local government expenditure which requires attention is spending of service providers. Mechanisms and interventions should be put in place to cut back, where possible, on expenditures such as consultancy fees. Thus the services will provided in-house, thereby reducing costs such as consultancy fees, currently standing at R12, 357 000, about 6,4% of the total capital budget for the 09/10 financial year.	noted
4.	Sanitation	
	The performance of the municipality in relation to addressing the sanitation backlog stood at 15 558 units as at the 07/08 financial year, only a meagre 1 050 units of the total backlog had been addressed, meaning that less than 200 units were provided with sanitation services each year. This demonstrates little prioritization of sanitation services in municipal planning and budgeting. Moving forward, the municipality had planned to provide 1 000 units with sanitation services for 08/09 financial year, thereby reducing the backlog to 13 508. This continued under-budgeting for sanitation services will result in the failure by the municipality to meet the 2012 sanitation target. It is thus recommended that resources be channelled towards the provision of services in line with the set target as this is key to the creation of a caring society and the improvement of the health profile of the municipality. Furthermore, as part of planning for growth and migration, the municipality must take cognizance of the evolving sanitation backlog and	noted

	consider this phenomenon as it sets targets for service delivery.	
5.	Environmental Management	
	Linked to the sanitation issue, is a concern around the expansion of waste removal services. The IDP observes that close to 15% of households do not have access to adequate refuse removal service and points to importance of providing such services but the budget makes no explicit reference to any financial interventions over the MTEF to address this pertinent issue. The provision of these basic services is very essential and as such resources must be rechanneled to progressively ensure that all households receive waste removal services and that the municipality is able to deliver services in line with its electoral mandate.	noted

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 City's Profile

2.1.1 History

Mogale City, previously known as the Krugersdorp Local Council, is named after Chief Mogale-Wa-Mogale, the young heir to the Po Chiefdom of Batswana. The Po-Tribe (the Ndebele migrant Group) was among the early groups to occupy the Mogale City area. Later, surrounded by the Batswana – Bafokeng and Bakwena people, their Nguni culture and language were gradually replaced by that of the Batswana. The Po occupied the region from Magaliesburg and extended as far east as present day North-Cliff Ridge, and Haartebeespoort to North-West.

Chief Mogale–Wa–Mogale is recognised as one of the first South African freedom fighters. Generations have been inspired by his bravery and tireless attempts at restoring ancestral land to his people. He was: “A true son of Africa, who is rightfully honoured by naming the City after him”.

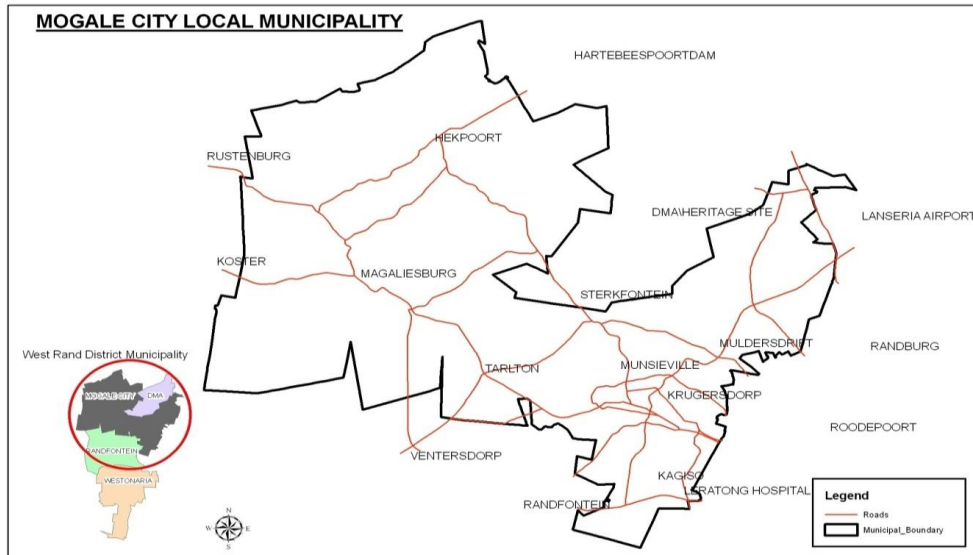
2.1.2 Location

Mogale City is situated at the Western side of the Gauteng Province. It also forms part of the broader West Rand District Municipality, which consist of four local municipalities i.e. Randfontein, Westonaria, Mogale City and Merafong City.

Mogale City is made up of the following areas (See Map 1 below):

- Kagiso & Rietvallei 1,2 & 3
- Azaadville
- Krugersdorp and surrounding areas
- Munsieville
- Muldersdrift
- Tarlton
- Sterkfontein
- Magaliesburg
- Hekpoort

Map 1: Mogale City map



The city covers an area of approximately 110 000 hectares. It is accessible from all the major centres of Gauteng and North West Province, namely Johannesburg, Pretoria, Midrand, Haartebeespoort dam, Randfontein, and Soweto to name but a few places.

2.1.3 Brief Description of Development

Mogale City is a mixture of urban and rural areas with some very unique features. The urban areas reflect different levels of development. The former black townships are a mixture of clearly laid out sections and a concentration of informal settlements with no or minimum provision for open space.

The former townships are also divided into 'old sections', which comprises of a mixture formal dwellings and shacks within the same yards. 'Recently developed sections' (less than 15 years), comprise of the original formal structures, with no backyard settlements.

The former white areas are fully serviced with tarred roads, storm water systems, parks, piped water, electricity and street lighting. The level of services provided in the latter areas is the standard that the Municipality wants to maintain, to provide services throughout its area of jurisdiction.

The rural areas provide the scenic beauty of the area, with areas like Magaliesburg hosting primarily tourist-oriented farming activities. The majority of farm labourers have no land of their own and live under difficult conditions. Service provision and land reform are a challenge with residences scattered over vast areas on farms.

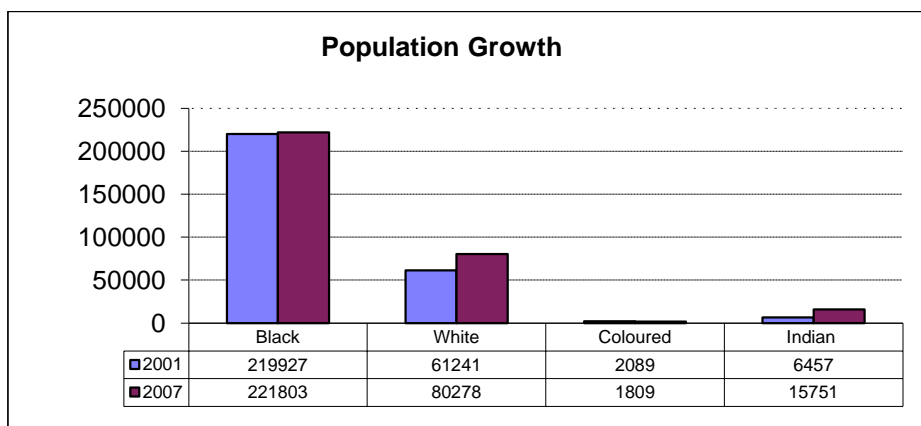
2.2 Socio-Economic Profile

The 2010/11 IDP review provides the population dynamics and socio-economic changes throughout Mogale City, with the new 2007 Community Survey undertaken by Statistics South Africa. The profile seeks to measure demographic and socio-economic changes and highlights progress in the provision of services to the community in Mogale City.

a. Total Population

Graph 1, below indicates that the Black, White, Coloured and Indian population that have increased since 2001. There has been significant increase in population in Mogale City. According to the Community Survey 2007 from Statistics South Africa, the total population of Mogale City is 319 614 persons, which shows an increase of 29 927 persons from 289 714 persons count of the Census 2001. The breakdown of the populations is as follows;

Graph 1: Population Growth



Source: Community Survey 2007, Statistics South Africa

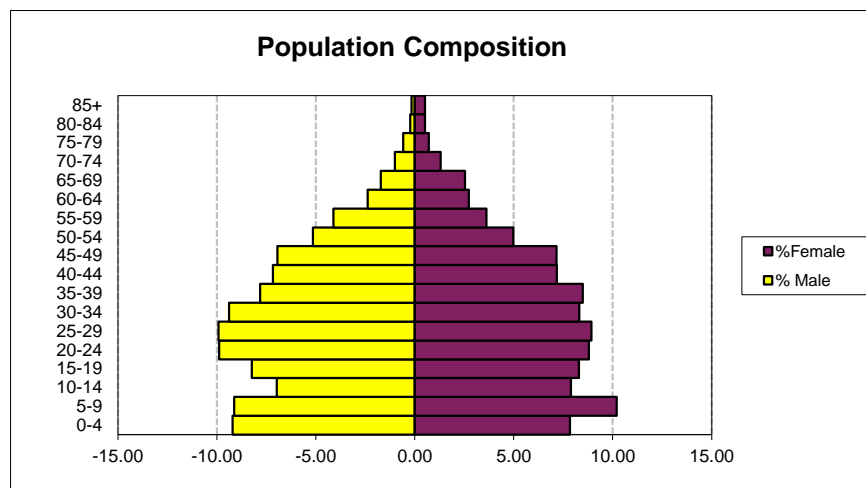
The population growth in Mogale City reflects that of Gauteng, which is experiencing growth and in-migration. This suggests that Mogale City has become an attractive city and thus more people

immigrate to it. This provides opportunity and challenges for the municipality in service delivery programmes.

b. Gender Distribution

The Population dynamics in Gauteng Province has been largely male biased. Mogale City population reflects total Gauteng gender ratio due to historical background as a centre for male migrants. According to the 2007 Community Survey, Mogale City has 51.48% male and 48.52% female populations. A greater number of people are between the ages of 0-10 years and between the ages of 20-40 years.

Graph 2: Population Pyramid



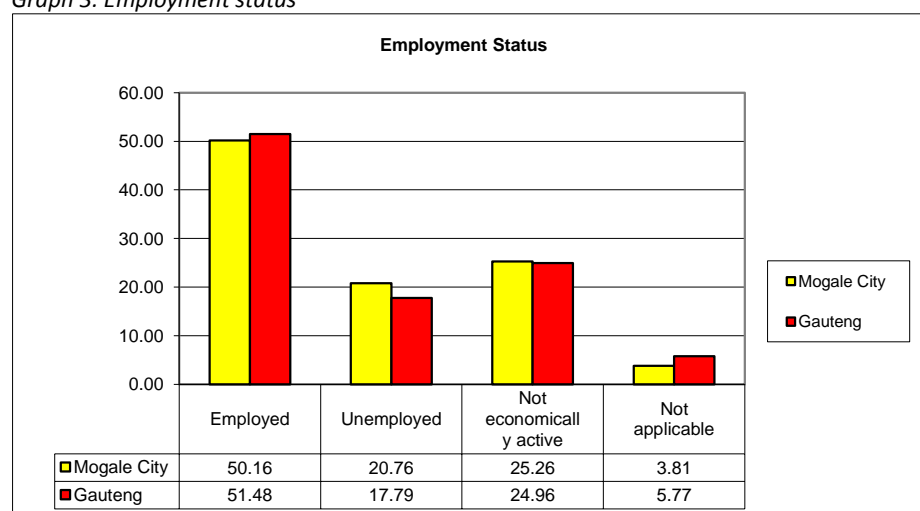
Source: Community Survey 2007, Statistics South Africa

This further implies that the Mogale City IDP programme should focus on the needs of children between 0-10. The City should make provision of programmes that address early childhood development and child health issues. At the same time, the City should make plans to address needs of a large population of 20-40 year olds. The City in partnership with other spheres of government should focus on major service delivery needs such as housing, education and job creation for these age groups.

c. Employment Status

Graph 3 provides comparative employment figures of Gauteng Province to that of Mogale City. This graph illustrates that Mogale City has 50.16% employed people compared to Gauteng's 51.48%, whereas the unemployed makes up 20.76% for Mogale City and 17.79% for Gauteng.

Graph 3: Employment status



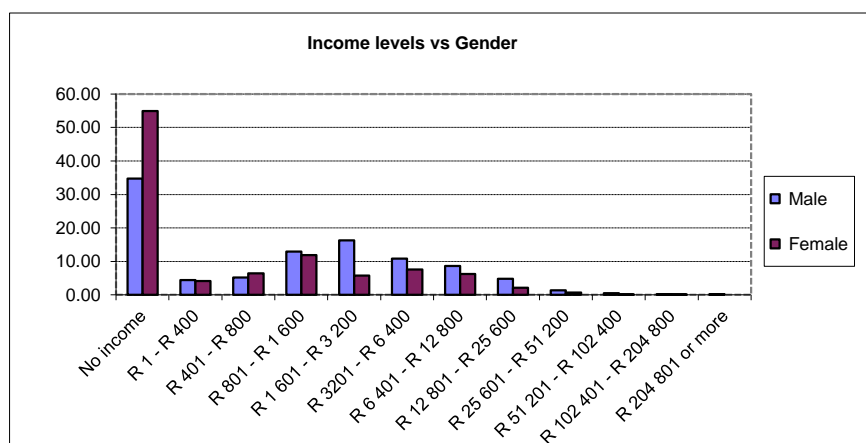
Source: Community Survey 2007, Statistics South Africa

This illustrates that Mogale City has a huge task of reducing the unemployment by half by 2014 according to the government target. This would require that all efforts should be gear towards local job creation through government Extended Public Works Programme and other job creation initiatives.

d. Income Levels

The income level provides a good indicator of the affordability of the community in the area of jurisdiction. According to *Graph 3*, a greater population earns between R 801- R25 601 per month. Approximately 55% of female and 30% of male population do not earn any income. A greater part of the people with no income would require to be considered for indigent subsidy on water and electricity.

Graph 4: Income Level and Gender



Source: Community Survey 2007, Statistics South Africa

The figure above, illustrates that a large female population receives no income and receives low income of R401- R800. This indicates that, during government initiated projects needs to target largely the female population for jobs creation.

e. Primary Health Care (PHC)

(i) Clinic Headcounts

The number of people that were provided with the clinic services has increased from the 2008/9 financial year to the 2009/10 financial year. The head count of people in 2008/9 financial year was 526 589 People used PHC services and 14% benefited from Chronic Care, such as hypertension and diabetes. Immunization of children below the age of 5 years was above 90% national target. The TB cure rate has been above 80% since the 2008/9 financial year.

(ii) Comprehensive HIV and Aids programme

Comprehensive HIV and Aids programme involves free voluntary Counselling and Testing (VCT), which over 13 000 persons were provided with the service. HIV and Aids ward based volunteers have assisted 156 298 people in over 35 000 households in Mogale City. A treatment referral programme for people with HIV and Aids with CD4 count that is below 200 is also part of the clinics' HIV and Aids programme.

f. Children Programme

(i) Early Childhood Development Centres

Early Childhood Development (ECD) programme is dedicated to children between 0-6 years. The programme has targeted the crèches facilities. Mogale City is engaged in audit of all ECD centres to determine the status of readiness of registration, check the qualification of care givers and assist to register them. Registered ECD centres receive a government subsidy of R9 per day per child. In addition two Early Childhood Development Centres were completed in Munsieville and Kagiso respectively during the 2009/10 financial year.

(ii) Orphans and Vulnerable Children

Orphans and vulnerable children programme targets children with one or both parents that are deceased, children that do have parental guidance and support as well as child headed families. Mogale City has collected data on orphans and vulnerable children from schools and non-governmental organisation. The children in the database are linked to the Bana Pele Programme, which beneficiaries receive school uniform, school fees exemption, and school nutrition and government social grants.

g. Women Programme

(i) Gender forum

Gender forum consists of both women and men to address social issues, such as gender based violence. There are 30 volunteers trained to do awareness during 16 days of activism against women and children campaign.

(ii) Maternal health

The maternal health programme aims to assist educate and support women in the prevention of cervical cancer, mother to child transmission as well as teenage pregnancy. In Mogale City, the number of people that benefited from this programme during the 2009/2010 financial year.

h. Elderly Programmes

The elderly forum is a co-ordinating structure, in partnership with the City, facilitates the following programmes;

(i) Elder Support Programme

Elderly support programme aims to provide wellness activities to promote healthy lifestyle. This is achieved through a partnership with Non - Governmental Organisation, namely Aged in Action to do morning exercises as well as undertake health talks. There are 9 active clubs that participate in the elderly support programme. Moreover, there are quarterly screening programmes, such as chronic disease.

(ii) Elderly Sport Programme

Elderly sport is a seasonal programme, which is undertaken in partnerships with Gauteng Sport, Art and Recreation. The objectives of the programme are to facilitate the active participation of the elderly sport competitions.

i. People with Disability

(i) The disability forum

The forum comprise of people with disabilities from different organisation for the disabled. The forum assist with promotion of the disabled people, currently 5 disabled people are placed for jobs in Silver Star Casino, Mogale City.

j. Youth Programmes in the Office of the Executive Mayor

The office of the Executive Mayor has been involved in the capacity building for the youth in the City. The special projects that target the youth have yielded about 773 beneficiaries, such as youth co-operative programme and have benefited 19 and 41 females and male youth respective. A full list of programmes includes the following;

Table 6: Youth programmes

Programme	Youth		Disabled	Total
	female	Male		
Annual Township Arts Festival.				
Establishment of youth cooperatives	19	41	0	60
Annual youth summit	118	110	2	220
PPP skills Development Programme (Engineering Skills)	21	2	0	23
Capacity building for the leadership of the ward based Youth Forums	181	163	1	345
Young women's summit	109		0	109
Total	394	387	3	773

Annual Township Arts Festival.

The program intends to engage, support and promote young people who are in the art fraternity. All wards in the municipal area will benefit from this initiative.

Establishment of youth cooperatives

In line with the national programme of establishing cooperatives to create more jobs and sustainable livelihoods, Mogale City Local Municipality through the office of the youth liaison officer has undertaken the facilitation of establishing youth cooperatives. In the 2009/10 financial year two youth cooperatives have been established benefitting a total number of 60 young women and men across the city.

Public Private Partnership Skills Development Programme

Through the partnership TJEKA skills development institution, an agreement has been reached to engage the youth in skills development that include:

Welding,

Boiler making,

Bricklaying,

Tiling

Plastering

Plumbing etc.

So far the intake to this programme is as follows: (Ramafikeng to provide figures)

Mogale City Lindi Nzondo Memorial Games

This annual event is named after a heroine of the struggle and former Chief Whip of Mogale City Local Municipality. It seeks to engage young people in sporting activities and thus promoting a culture of healthy lifestyles and responsible citizenry.

Youth unemployment and socio-economic development Programme

The aim of this program is to offer young men and women training in both technical and entrepreneurial skills. So far the following training programmes have been rolled out.

1. Marketing Skills
2. Business negotiating and management
3. Quality development and maintenance
4. Pricing and quoting

Mogale City Career Expo

This program targets learners in all schools within the jurisdiction of the municipality. It further encourages matriculants who are still not following any career path to look for available careers and pursue them accordingly.

Learnership Programme

The aim of this programme is to provide learnerships in partnership with relevant government and private institutions to the youth of Mogale City.

Youth Business Networking Sessions

This initiative is aimed at pulling existing and potential young entrepreneurs together so as they can share experience in so far as business management and economic opportunities are concerned.

Capacity building for the leadership of the ward based Youth Forums

The leadership of the ward based youth forums is at the coal face of the implementation of youth development programmes and the municipality has made an undertaking to ensure that such leadership has the requisite skills to face the convoluted day to day running of the forums. So far the youth forums were engaged in a programme of leadership skills and will in future receive training in business administration and other training that will be identified as relevant to their operations.

Young positive living ambassador programme

This programme is driven by young women and men who are infected and affected by HIV/AIDS. The objective of the programme is to educate young people about safe sex, positive living and caring for those who are infected.

2.3 Service Delivery Issue

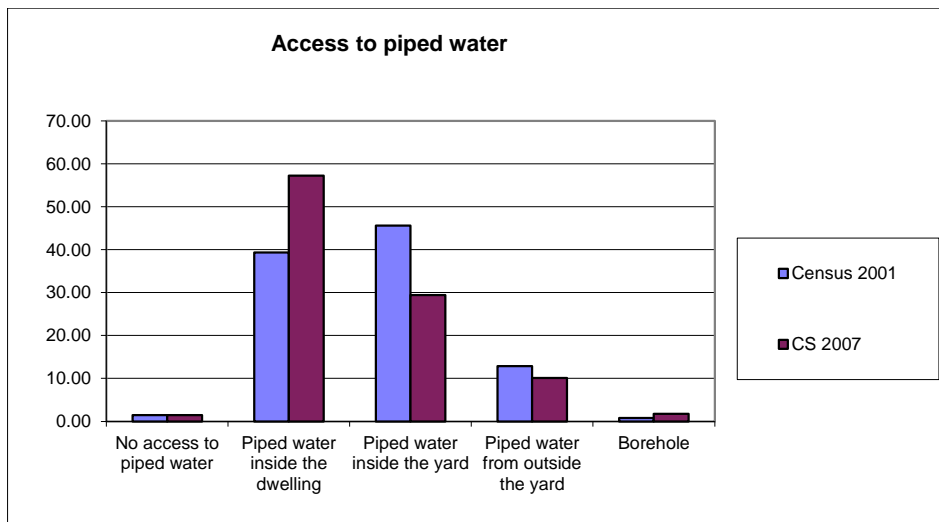
2.3.1 Water

a. Access to Water

It is a government target that there should be universal access to water by 2012. It is Mogale City's priority that all residents should access to piped water. Graph 4 shows that only 3,25% of the households are not connected to the Mogale City Water pipelines, which 1.78 % uses borehole water and 1.47 use river water.

A majority of the residents have access to piped water. Graph 4 shows that 57.22% of which is 53 951 households have access to pipe water inside the dwelling compared to 39.33% in 2001. About 45%, 38074 households have access to pipe water in the yard. The municipality also provides 1 500 households with portable water in the rural areas and informal settlements where there is no access to piped water.

Graph 5: Access to piped water



Source: Community Survey 2007, Statistics South Africa

One of Mogale City's objectives is to provide access to piped water to all households in the municipal area. The challenge in this regard remains households that are situated in private properties particularly in the rural areas. The current backlog seems to be the 3.25% households, in particular 1384 households, which is 1.47%, indicated in the survey.

(a) Water Conservation and demand management

Mogale City has a programme of water conservation and demand management, which is to reduce water losses in the City. The new water demand management team has 12 field workers and three zonal technicians. Since the inception of the programme, the water loss has reduced from 35% in 2000/2001 to 30% in the 2008/9 financial year.

2.3.2 Access to Sanitation

Universal target to access to sanitation has the same 2012 target as that of access to piped water. According to Community Survey, sanitation levels in Mogale City are of high quality. Mogale City never had bucket toilet areas that are serviced by the municipality. According the Community Survey 2007 table below there is 1.84% of the households still using pit latrine. Mogale City is not aware of any area that still uses bucket toilets.

Table 7: Sanitation levels.

Toilet Facilities	2001	Census 2001%	2007	CS 2007(%)
Flush toilet (sewerage system)	59622	71.38	74572	79.09
Flush toilet (septic tank)	5352	6.41	4896	5.19
Dry toilet facility			1907	2.02
Pit latrine with ventilation	1615	1.93	2455	2.60
Pit latrine without ventilation	10101	12.09	6596	7.00
Chemical toilet	1384	1.66	375	0.40
Bucket Latrine	1891	2.26	1737	1.84
None	3566	4.27	1749	1.85
	83531		94287	

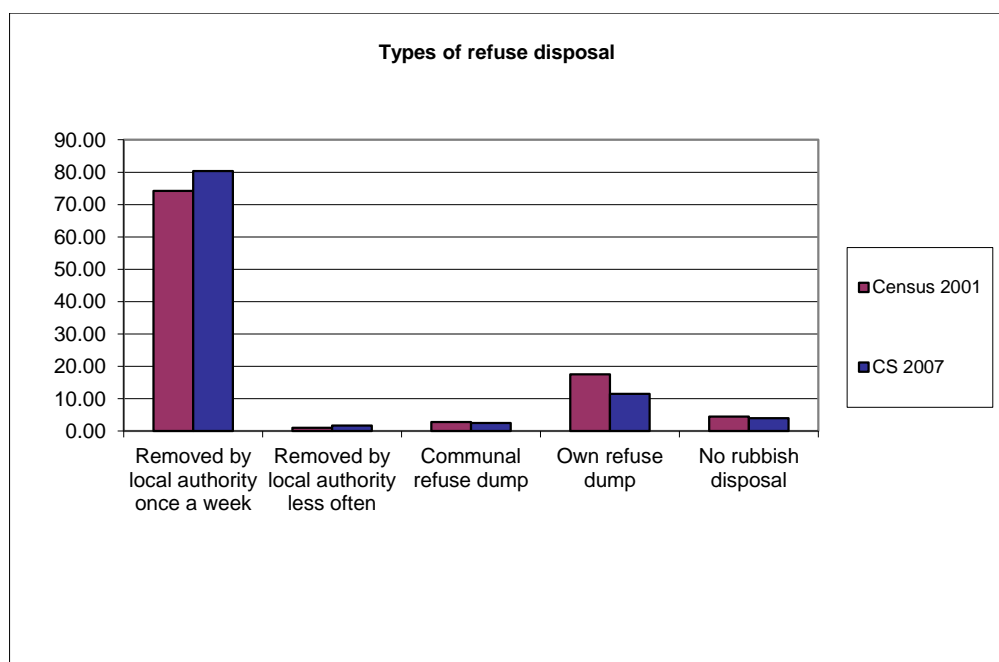
The households with pit latrine without ventilation toilets and households without any toilet facilities make up 7% and 1.85 % of the total households. These households are largely concentrated in the rural farms, which are private farmland areas of Mogale City.

During the 2008/9 financial year, the municipality has assisted the rural households with access to improved pit latrine ventilated (VIPs) toilets in the rural areas of Hekpoort, Magaliesburg and Tarlton. Since 2004, there were 700 VIPs built, more VIPs are expected in the two coming financial years.

2.3.3 Refuse Removal

Graph 5 shows that over 80% of the households get their refuse removed once a week by the municipality in 2007. In 2001 about 74 % households were rendered refuse removal.

Graph 6: types of refuse removal



Source: Community Survey 2007, Statistics South Africa

According to the graph above, 11% and 4% of the households use their own refuse removal and do not have rubbish disposal facility. These households are largely based in farm areas and newly developed areas. This implies that the municipality should expand its refuse removal programme to reach all households in Mogale City.

In some cases, it could mean that transfer stations are built and collections of refuse are expanded.

2.3.4 Electricity

a. Electricity Connections

Currently, there is no electricity backlog in households. Eskom is the distributor and service provider of electricity in the larger part of Mogale City, such as Kagisoa and Rietvallei. The City only services urban suburbs such as Azaadville, Noordhewel, Munsieville, CBD and the surrounding areas.

In the 2008/9 financial year and beyond, the major household electrification is planned in the following areas;

- Sinqobile phase 1 and phase 2
- Rietvallei Extension 3
- The area of Munsieville needs further upgrade of the electricity and household connections in the Buffer area as well as site 3 and 4.
- A further 5945 street-lighting poles is to be erected in area of Mogale City

The Municipality has installed pre-paid meters to control the payment and use of electricity by consumers in most areas of Mogale City. Pre-paid vending and areas where community can buy prepaid electricity include the following:

- Town Hall Civic (Civic Centre)
- Azaadville Community Centre
- Munsieville Community Library
- Magaliesburg Revenue office
- Rietvallei Community Centre
- FNB, Pick n Pay, Shoprite and Post Office (Mogale City)

b. Electricity Demand Management

All local municipalities in South Africa have been requested by Eskom to reduce electricity by 10% from the baseline of September 2006 to August 2007. Mogale City has put in place a demand side management strategy to reduce electricity by 10%, it includes the following;

- Ripple control and Power factor

These programmes, together with the use of energy efficient mechanisms are expected to yield the results of reduction of electricity consumption by 10%.

2.3.5 Roads

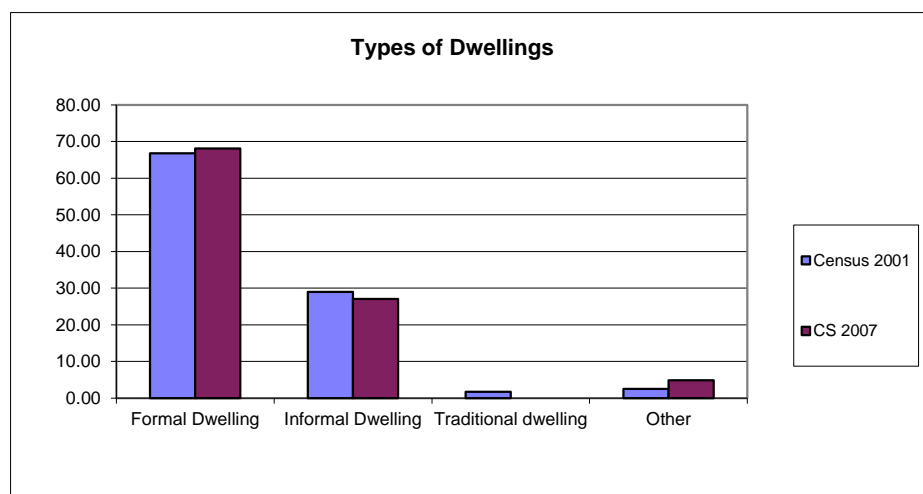
The road infrastructure in the Mogale City is relative good standard, with almost all streets tarred. The larger settlements such as Munsieville and Kagiso townships have tarred roads with storm water system.

Mogale City, under its jurisdiction area, has about 1200 total kilometres (km) of roads, which 1000km is tarred or paved and approximately 200km of roads is unpaved. This figure excludes rural roads. The area of informal settlements such as Soul City, Pango, Tuder shaft and Orient Hills still remain not tarred pending their formalisation.

2.3.6 Housing Development

Housing delivery to the poor is one of the important service delivery areas that government is pursuing. The provision of low-income, subsidy housing, popular known as RDP houses have been vehicle for housing delivery. According to the 2007 Community Survey, housing delivery has increased by 1.30% from 66.13% in 2001 to 68.13% in 2007.

Graph 7: Types of Dwellings



Graph

6 above shows that informal dwellings have decrease from 29% in 2001 to 27.03% in 2007. Government target is to eradicate all informal settlements by 2014. The Breaking New Grounds National (BNG) programme from the Department of Human Settlement is set to address this challenge. Chief Mogale housing Project is an example of BNG programme.

(i) Housing Delivery (figures of the 2008/09 housing delivery need to be obtained from Economic Services)

A total of 5 634 housing units have been delivered from 2005/06 financial year with the start of term of office of council to the 2007/08 financial year.

In the last half of the current Council, the major housing deliver projects to be constructed from 2009/10 includes the following:

- Chief Mogale – 9000 units
- Singqobile Extension 3 – 700 units
- Munsieville Ext 6 – 500 units Munsieville Ext 5 – 100 units Lerato Node- 9000 units
- Rural housing such as Nooitgedacht, Ga Mohale, Ethembalethu and Riefontein village.

(ii) Transfer of Title Deeds

Extended Discount Benefit Scheme is a programme to transfer largely old township houses owned by the government, to families that have been staying in those houses for more than 20 years. In Mogale City there were 7615 claimed properties and 6 798 have already been registered. In Applepark, 166 houses previously rental stock, are in the process of being transferred to occupants.

(iii) Conversion of hostels to family units

The programme of conversion of hostels to family units has been a success story in Mogale City. There are four (4) properties of municipal hostels, namely Old Kagiso, Munsieville, Kagiso Green and Boiketlo. The Old Kagiso Hostel, phase 1 construction has been completed, which accommodates family 112 units, see photo 1 below. The total number of houses to be built for the Old Kagiso hostel is approximately 2000 units. The housing project is planned to be completed during the 2011/12 financial year.

Photo1: Old Kagiso Hostel converted to family units



2.4 Summary of Infrastructure backlogs and poverty relief

The infrastructure backlog in terms of Municipal Infrastructure Grant (MIG) refers to the households that do not have access to basic infrastructure services such as water, sanitation, electricity and Roads on or before 1994.

Table 8: Mogale City MIG backlogs

BACKLOGS AREAS	BACKLOGS CENSUS 2001	BACKLOGS ERADICATED UP TO DATE 2007/2008	CURRENT BACKLOGS	BACKLOGS PLANNED TO BE ERADICATION IN 2008/2009 FUNDING	BACKLOGS END OF 2008/2009
Water	5138	638	4 500	1957	2 543
Sanitation	15558	1 050	14 508	1000	13 508
Road and storm water	1144	85.8	1058	54	1058
Street lighting	5945	-	5945	5945	5945

Source: Mogale City Project Management Unit (MIG)

2.5 Poverty Alleviation

The measurement of poverty has an important impact on government services delivery programme and revenue from services provided to households. The poverty conditions in Mogale City, much like

the whole of South Africa, is largely apparent in landless rural farm workers, informal settlements and a large part of former black townships. Mogale City has an indigent policy as part of poverty eradication or rather reduction by half by 2014.

2.5.1 Indigent Programme

The indigent programme in Mogale City is largely to assist households that earn income of two or less than two government pension grants.

A beneficiary indigent household receive R 86 per month rebate on the municipal service charges. This includes 6 kilolitres of water, 50 kilowatts of electricity, refuse removal and sanitation service. Moreover, all approved indigent households with municipal accounts in arrears benefit from write off of all arrears as part of the municipal poverty alleviation programme.

2.5.2 Presidential “War Room on Poverty” Campaign Roll-out

Mogale City has been used as pilot programme on War Room on poverty by the presidency office. The intention of the project is to identify the poverty pockets in municipalities ward areas and determine the approach that government could assist in the alleviating poor in these wards. The area of Kagiso Extension 12, which is ward 5 that has been used as a study area .Mogale City, supports the ‘War on Poverty Campaign’ by the Presidency and would continue to interact with the Office.

2.5.3 Sustainable Rural Development

Mogale City has peri- urban areas that are referred to as rural nodes, these include, Magaliesburg, Tarlton, Hekpoort, Nooitgedacht, Landley and Muldersdrift. In these areas, there are many farm workers and farm dwellers, with little or no access to tenure and basic services provided by government, such as piped water, sanitation and electricity.

Rural sanitation projects have provided 700 VIPs toilets in rural nodes. The municipality provides daily delivery of water to households without access to portable water. The bulk water provision water is has been provided in the following area;

- Ethembaletu village
- Rietfontein village.
- Hekpoort Protea Ridge
- Tartlon and Landley

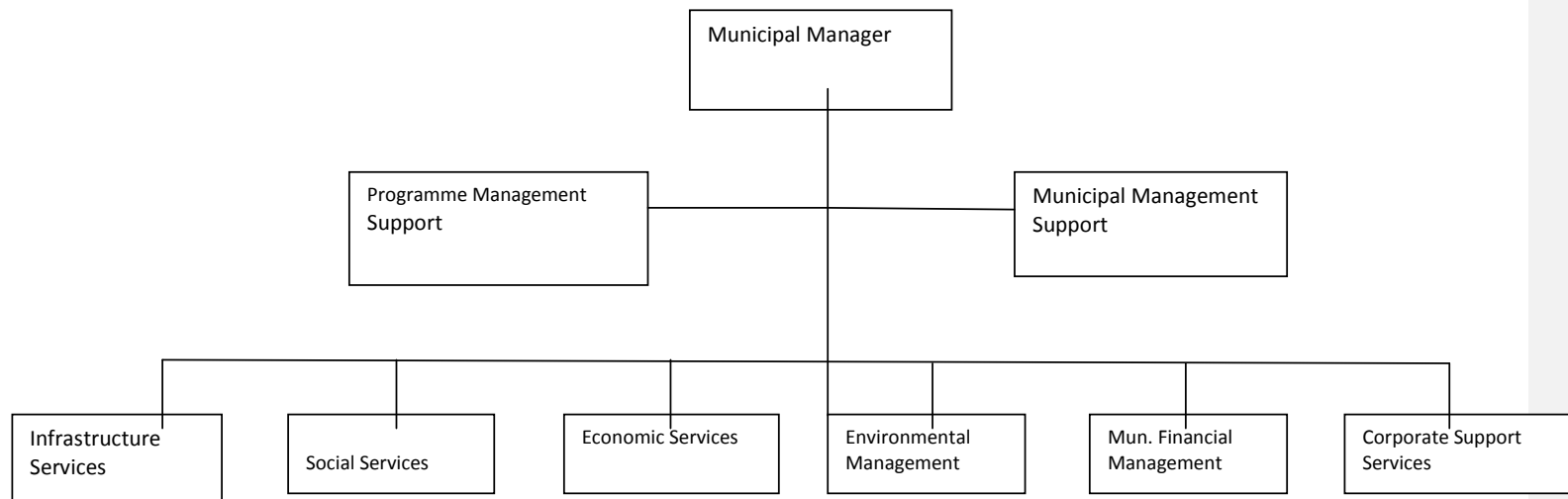
2.6 Institutional Analysis

2.6.1 Mogale City municipality Category B, Grade 4

The Institutional arrangement of Mogale City as a medium capacity municipality, category B, grade 4 municipality is in terms of the provision of Local Government: Municipal Structures Act, 1998, as amended.

2.6.2 Organogram

Mogale City's organogram reflects that section all 6 section 57 posts are filled and the staff compliment is 1 700 filled posts. The senior level organogram is as follow;



2.6.3 Employment Equity

The Employment Equity Programme in the City has shown significant programme all various levels of Management. The number of female managers is still lower than that of female managers. The latest figures are as follows;

Table 11: Employment equity figures

Employment Equity status		Male	Female
2008/9	Section 57 Managers	6	2
2009/10		5	3
2008/9	Managers	21	9
2009/10		22	10

The table above indicates that Mogale City has a long way to go in addressing the ratio of male to female equity. It is hoped that the employment women managers would be a priority in addressing the employment equity.

2.6. 4 Work skills plan

During the 2008/09 financial year the staff training budget was R922 191 .The training was largely focused on the Bana Pele principle, which involves training of frontline staff customer service. About 30 front desk staff was trained in Batho Pele in June 2008. This is to encourage the spirit of service excellence

2.6.5 Employee Assistance Programme

a. HIV and Aids work plan

The impact of HIV and Aids in the work place has been huge, in particular in general labourers. The HIV and Aids work plan has been used to mitigate the impact, through HIV and aids sessions held on:

Table 12: HIV and Aids workplace plan

Voluntary Counselling and Testing	3 sessions	236 people tested
Peer Educations training	5 sessions	18 people attended
HIV and aids workplace forum	Quarterly	

2.7. Institutional Developments

2.8.1 Corporate Governance and Institutional Arrangements

At the beginning of the current political term the municipality initiated a transformation and restructuring process, which started with the development of a new 5 year strategic plan, in order to guide the transformation and restructuring process. Various elements of this process were successfully initiated and implemented during the 1st half of the Council term, as outlined below:

2.7.2 Human Resources Management

A new organisational structure was approved which resulted in the reduction of Departments from thirteen (13) to six, while the number of Managers was reduced by approximately 50%. The structure also resulted in beefing up the lower echelons of the organisation e.g. engineering technicians, artisans, plumbers etc in order to boost service delivery. The political component was also supported with more staff to enhance the objective of deepening local democracy.

The development of the Human Resources Strategy was also completed. The finalisation of this all encompassing organisational strategy was preceded by the an employee satisfaction climate survey, which was aimed at ensuring that the views of the employees regarding their experiences within the workplace directly inform the HR Strategy, thus making it a strategy that has the buy-in of a critical stakeholder, the Employees. The implementation of this strategy will therefore ensure that the organisation has in place HR processes and procedures that effectively and efficiently contribute towards the achievement of its strategic goals and objectives.

2.7.3 Strategic Systems and Processes

Initiatives aimed at improving the organisation's strategic systems and operations, were also implemented. To this end, a business process re-engineering project was implemented with the aim of improving the efficiency and effectiveness of the municipality's business processes and to develop new ones where necessary.

In order to ensure that the newly developed business processes are supported by adequate ICT systems and infrastructure, an assessment of the organisation's ICT systems and infrastructure was conducted.

The municipality is also in the process of implementing an enterprise project management system, which assists in ensuring that projects are managed efficiently and therefore enhance service delivery.

2.7.4. Strategic Planning

A 5 year strategic plan was developed at the beginning of the political term and this strategic plan was revised in 2009. A 5 year Integrated Development Plan (IDP) was developed for the first time in

the history of the municipality during the current political term. The municipality is currently in the second cycle of reviewing the IDP.

2.7.5 Mogale City Call Centre

The new 0861 Mogale or 0861 664 253 call centre number is a central point access point for all residents / customers in Mogale City in order to improve customer service. The objective of the centre is to provide rate payers and customers a quick and easy access to call to report not only about services maintenance such as street lights, sewer blockages but also do enquiries on municipal accounts

The centre currently houses 12 personnel trained in customer service all well as call centre and related soft ware systems. The first 10 are inbound and the other two are back-office. It centre receives over 3000 calls a month.

2.7.6 Communication of Municipal News

a. Dikgang Tsa Mogale

Dikgang tsa Mogale is a free of charge municipal owned newspaper circulated to all residents of Mogale City. The newspaper distributes about 45 000 copies monthly. It communicates municipal issues to the community.

b. Mogale City's Website

Mogale City's website, www.Mogalecity.gov.za. is another communication avenue that the municipality uses to interact and provide municipal news to the community of Mogale City. The website is also used to advertise the tenders, IDPs and many other Mogale city local municipality activities.

2.8 Swot Analysis

Table 15: SWOT analysis

STRENGTHS	WEAKNESSES (AREA TO BE DEVELOPED)
<ul style="list-style-type: none"> In the Economic hub of South Africa. At close proximity to major highway N14 and Lanseria Airport. There are major attraction such as Maropeng, the sterksfontein Caves and Silver Star Casino. 	<p>Programme / project management</p> <p>Relatively low level of education and Skill development.</p> <p>Low economic growth</p> <p>Job losses and joblessness.</p>
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> • The Kaiser Chief Stadium, amakhosi. • Business opportunity around amakhosi stadium. • Adjacent to City of Johannesburg 	<ul style="list-style-type: none"> • Non payment culture in community • Lack of resources to deal with increasing demands • Financial constraints • Unemployment in municipal area • Unfavourable economic climate
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2.11 Public Participation Process

In November 2008, the municipality engaged in ward cluster public consultation process. During the engagement ward councillors, ward committees and community members participated by providing their needs for the 2009/10 IDP review. **See annexure 1**

During the IDP consultation, communities outlined an extensive list of needs to be included in the IDP review document. The list of needs are attached as annexure 1, however, a brief profile of needs included the following;

- Provision of basic services such as water and sanitation in rural areas.
- Provision electricity, roads and storm water
- Provision of land and housing
- Provision of Clinics
- Access to social facilities such as Community halls and libraries.
- Public safety and traffic safety
- Minimise and manage farm evictions

This is needs should find space during the IDP and budget projects and programme for the IDP implementation.

2.12 Summary of the Situational Analysis outlook

The situational analysis of the city implies that there is an urgent need to address the following issues:

- Unemployment through job creation initiatives
- Indigence
- Poverty Alleviation
- Housing backlog
- Services backlog including Free Basic Services
- HIV/AIDS
- Health Care
- Local Economic Development

- Infrastructure Upgrade
- Farm Evictions
- Land Acquisition
- Environmental Conservation
- Community Development
- Skills development
- Institutional Development

CHAPTER 3: STRATEGIES

3.1 Introduction

Section 32(2)(a) of the Local Government: Municipal Systems Act provides that *“the MEC for local government in a province may, within 30 days of receiving a copy of an integrated development plan or an amendment to the plan or within such reasonable longer period as may be approved by the Minister, request the relevant municipal council to adjust the plan or the amendment in accordance with the MEC’s proposals if the plan or amendment is in conflict with or is not aligned with or negates any of the development plans and strategies of other affected municipalities or organs of state.”*

Mogale City Local Municipality has accordingly complied and incorporated recommendations made by the MEC for local government in Gauteng. Below are comments of the MEC for local government made on the integrated development plan in accordance with the above mentioned legislative provision.

3.2 New provincial and national priorities

During the last MEC comments on the 2009/10 IDP, new provincial and national priorities were outlined to local government who in turn must ensure that all the planning and resource allocation will be geared towards achieving these priorities . The new priorities are discussed below.

Building a developmental state

On this aspect, focus has to be on improving the capacity and efficacy of the state and active citizenship through the planning commission and vision 2025 and utilising the spatial development framework as instruments for joint planning and alignment. Coupled to this will be the improvement of the delivery and quality of public service. In this regard, the finalisation of the single public service will have to be speeded up and special emphasis will have to put on the enhancement of technical skills in critical areas of basic service delivery.

Accelerated growth, decent work and sustainable livelihoods

This priority area focuses on support system and structures for economic activity with potential to create work. Public work schemes that include construction, community work and tourism have to be given the necessary support as they have the potential to promote production and create work.

Building economic and social infrastructure

Focus will have to be given to comprehensive infrastructure investment programme that aimed at increasing access, quality and reliability of public services. The role of Development Finance Institutions will have to be broadened to create the capacity to build, renew and maintain electricity and other infrastructure. The Land Management Bill will also be finalised to assist with the land related challenges and this will enable the state to address issues pertaining to sustainable human settlement so as targets set to extend access to basic services such as water, sanitation and electricity can be achieved.

Comprehensive rural development strategy, land and agrarian reform and food security

In the main is the anticipated review of the National Spatial Development Perspective so as areas of economic potential and poverty concentration can be properly identified for proper interventions to be made. A fast-tracked Land reform programme coupled to irrigation schemes, provision of implements and inputs will be rolled out to guarantee 60% satisfaction of food requirement through own production. Further Education and Training centres and agricultural colleges will have to be established. Light manufacturing, tourism and cultural work opportunities in rural areas will have to

be undertaken. Nodal system and neighbourhood development partnership grant are to be extended to rural town.

2014 Vision

As part of South Africa's celebration of 10 years of democracy, National Government formulated Vision 2014 to guide itself for the next ten years. The vision is to build a society that is truly united, non-racial, non-sexist and democratic. Central to this is a single and integrated economy that benefits all. The combination of some of the most important targets and objectives making up Vision 2014 are as follows:

- Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.
- Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets.
- Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society.
- Ensure that all South Africans, including especially the poor and those at risk – children youth, women, the aged and people with disabilities – are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.
- Compassionate government service to the people: national, provincial and local public representatives who are accessible; and citizens who know their rights and insist on fair treatment and efficient service.
- Massively reduce health risks such as tuberculosis, diabetes, malnutrition and maternal deaths and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.
- Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.
- Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.

National Spatial Development Perspective

Government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation programmes and the eradication of historic inequalities. In order to ensure that infrastructure investment and development programmes are channelled towards these objectives, the National Spatial Development Perspective (NSDP) was formulated. The principles enshrined in the

NSDP are thus of great importance to local government investment, through the IDP and capital expenditure.

The National Spatial Development Vision is as follows:

South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:

- By focusing economic growth and employment creation in areas where this is most effective and sustainable;
- By supporting restructuring where feasible to ensure greater competitiveness;
- By fostering development on the basis of local potential; and
- By ensuring that development institutions are able to provide basic needs throughout the country.

The NSDP thus seeks to focus the bulk of fixed investment of government on those areas with the potential for sustainable economic development, as it is in these areas where government's objectives of promoting economic growth and alleviating poverty will best be achieved.

Gauteng Growth and Development Strategy (GDS)

The GDS is an action-orientated strategy intended to build a sense of provincial unity and responsibility amongst all sectors of society towards reducing poverty and unemployment, creating jobs and ensuring socio-economic transformation in the Province. It provides a practical framework to substantially raise the Province's growth rate and create substantial numbers of sustainable jobs over the next decade.

It supports the Province's and the country's long term vision of human rights based, just, equitable and fair society in an established democracy.

The vision of the GDS is to ultimately create a better life for all citizens, including the Continent, through:

- Long term, sustainable growth of the provincial economy
- Meeting the socio-economic development needs of our people
- Creating jobs, and
- Reducing unemployment and poverty.

The GDS reflects six strategic objectives towards achieving this vision, namely:

- Provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty;
- Accelerated labour absorbing economic growth that increases per annum and that will create long-term sustainable jobs and contribute to halving unemployment;
- Sustainable socio-economic development;
- Enhanced government efficiency and cooperative governance;
- Deepening participatory democracy, provincial and national unity and citizenship;
- Contributing to the successful achievement of NEPAD's (New Partnership for African Development) goals and objectives.

The following are the strategic levers proposed to enact the GDS:

- Provision of an accessible, affordable, reliable, integrated and environmentally sustainable public transport system.
- Gautrain.
- Provision of housing.
- Public safety and urban information system.
- 2010 Football World Cup.
- Public health services.
- Human resource development.
- Small Medium Micro Enterprise (SMME) Support.
- Broad Based Black Economic Empowerment (BBBEE).
- Social development.
- Government institutional efficiencies.

- NEPAD.

The National 2014 Vision, National Spatial Development Perspective and Gauteng Growth and Development Strategy have the following collective objectives:

- a commitment towards economic growth
- employment creation
- sustainable service delivery
- poverty alleviation programmes, and
- the eradication of historic inequalities.

Gauteng Global City Region Perspective (GCR)

Objective of the GCR is:

To build Gauteng as an integrated and globally competitive region, where the economic activities of different parts of the province complement each other in consolidating Gauteng as an economic hub of Africa and an internationally recognised global city-region.

Gauteng as a globally competitive region will be characterised by the following common features:

- Clear leadership
- A vision and strategy
- Effective institutional relations
- Strong economic clusters, with a particular view to building new growth sectors
- Good telecommunications and business linkages
- 'Spatial coalitions' of partners working together – primarily government, business and social partners
- A balanced approach to development, that actively incorporates and seeks to spread benefit to the poor.

Local Government Turnaround Strategy

Emanating from the assessment of local government by the Department of Cooperative Governance and Traditional affairs was the state of local government report which identified the major setbacks of this sphere of government. The report revealed that municipalities were characterised by underperformance and dysfunctionality. Contributory factors to the aforementioned challenges is the continued lack of sufficient resources to meet the ever increasing community needs and incapacity in terms of the necessary skills required to fulfil local government's constitutional mandate.

After a lengthy process of broad consultation with a variety of stakeholders, the Department of Cooperative Governance under the leadership of its incumbent minister, Mr. Sicelo Shiceka, has developed a turnaround strategy that provides a framework for all role players to contribute to the provision of an enabling environment for municipalities to carry out their legislative mandate.

Components of the Turnaround strategy are listed below:

- a) Addressing immediate financial and administrative problems in municipalities
- b) Regulations to stem indiscriminate hiring and firing
- c) Ensure & implement a transparent municipal supply chain management system
- d) Strengthen Ward Committee capacity & implement new ward committee governance model
- e) National and provincial commitments in IDPs
- f) Differentiated responsibilities and simplified IDPs (agreement with each municipality on the ideals scope of functions to be provided and how best the State can support service delivery through intergovernmental agency arrangements).
- g) Funding and capacity strategy for municipal infrastructure (funding and capacity strategy for municipal infrastructure in rural areas including extending MIG grant to 2018 and utilising annual allocations to municipalities for repayment of loans in order to accelerate delivery)
- h) Intergovernmental agreement with metros on informal settlement upgrade including alignment of MIG (Cities) and Housing Subsidy grants
- i) Review and rearrange capacity grants & programmes, including Siyenza Manje support for a more effective support and intervention programme including Rapid Response Teams and Technical Support Units
- j) Upscale Community Works Programme to ensure ward based development systems;
- k) Implement the Revenue Enhancement – Public Mobilisation campaign
- l) Launch the “good citizenship” campaign, focusing on governance values to unite the nation and mobilize involvement in local development affairs
- m) Preparations for next term of local government inspire public confidence including commitment by political parties to put up credible candidates for elections.

Mogale City Local Municipality has ensured that there is conformity by aligning its local strategy to the local government turnaround strategy. Furthermore chapter four of the current financial year has projects that will ensure that the objects of the strategy are realised.

World Summit on Sustainable Development (Johannesburg Plan of Implementation) and Local Agenda 21

Mogale City, like the rest of South Africa and the developing world, are faced with a multiplicity of challenges in addressing sustainable development. Foremost amongst these are the systems that create and perpetuate the appalling levels of poverty, economic marginalization and environmental

degradation affecting the majority of the population. At the same time, small percentages of populations enjoy the highest levels of economic growth and prosperity in the history of humankind.

It is becoming increasingly clear that if the world continues along this unequal growth path, the combined threats of ill health and disease, conflicts over natural resources, underdevelopment, environmental degradation and economic instability will undermine even the prosperity of the developed world. Such a polarized and unequal basis provides a dangerously unsustainable foundation for the increasingly integrated world economy.

It is clear that the early part of the new millennium poverty and global inequality together form the single greatest threat to sustainable development.

Within the context of these multiple challenges, the Johannesburg Plan of Implementation (JPOI) was formulated. This was done in accordance with the international agreements. The JPOI was then circulated for input to the national departments, Provinces and SALGA in order to elaborate on the plan of action. Out of this process, the JPOI Response Strategy has been developed.

Mogale City Strategic goal for 2006 to 2011

Service Delivery and Infrastructure Development.

- The major priority is housing and Rural Development

Economic growth and Development

- The major priority is local economic development, special emphasis is place on local procurement of goods and services

Social Development

- The major priority is on poverty alleviation

Democracy and Good Governance

- The engagement of communities through various mechanisms including Mayoral roadshows, enhancement of the role of ward committees and the five identified sectors viz. Business, labour, youth, religious grouping and safety

The political priorities outlined for administration to implement in Mogale City are as follows;

- **To provide sustainable services to the community**
 - Physical infrastructure services
 - Social services
 - Economic services

- **To promote a sustainable environmental management system**
 - Open space management (parks, cemeteries)
 - Municipal health (waste management, public health)
 - Environmental compliance facilitation
- **To provide sustainable governance for local communities**
 - Broaden local democracy
 - Local government accountability
- **To ensure sustainable governance practices within the Municipality**
 - Corporate governance practices (legal compliance)
 - Business leadership / management (planning, structuring, culture, performance management, stakeholder relations management, communication)
 - Resource management (people management, financial management, ICT management, information / knowledge management, asset management)

Strategic Goal 1: Sustainable services to the community

This strategy incorporates three major service delivery areas of Mogale City, which are Infrastructure Management, Social and Economic Services departments.

Infrastructure Programme

This programme is largely driven by the department of Infrastructure services that include Water and Sanitation, Electricity and Roads and Storm water subunits. This programme is responsible for large capital infrastructure delivery in Mogale City.

The major objective of this programme is to address all the basic service delivery backlogs as per National universal assess of basic services by 2014. The 2014 targets are as follow;

1. Universal access of water by 2008
2. Universal access of sanitation by 2010
3. Universal access of roads by 2009-2011.
4. Universal access of electricity by 2012.
5. Eradication of informal Settlement by 2014.

The implementation programme to address the above would be carried out through the Municipal Infrastructure Grant (MIG), other grants, with the assistance of Gauteng Housing Department as well as using own funding. The programme focuses on the most urgent target, for instance access to

water target is the City area of focus. The project of rural water and sanitation has deliver water connection to 7000 households.

The physical Infrastructure Programme implementation is guided by the Infrastructure Management Strategy.

Social Services

The programme is driven by the Social Services Department that consists of Primary Health Care, Social upliftment, Public Safety as well as Sport and Recreation units. This programme focuses on social issues of such as:

Primary Health Care sub-programme focuses on the following areas:

- Management of Primary Health Care Services such as clinics management and operations
- Child Health Care Program
- Maternal health and family planning
- HIV and Aids and disease programme.

The Strategic programme is to provide access to health care to all communities on Mogale City through provision of health care facilities in close proximity.

Social Upliftment sub programme focuses on the following areas:

- Poverty alleviation activities such as, facilitation of the indigents
- Empowerment of women, children, youth, the disabled and the elderly.

The objective of the sub programme is to provide assistance to vulnerable people of the community in Mogale City.

Public Safety sub-programme provides services in municipal police activities such as;

- Traffic policing and Public Safety

Sport, Art and Recreation sub-programme is responsible for services such as;

- Library outreach programme
- Provision of sport facilities and activities.
- Development and promotion of heritage and arts activities.

Economic Services

The Economic Services Programme is part of the strategic objective 1 of sustainable services to the community. The intension of this programme provides sustainable local economic development. The Economy Service Department consists of Development Planning, Housing and Enterprise Development.

The sub programme, Development Planning consists of;

- Spatial Planning
- Rural Development.
- Building Control

This sub-programme adjudicates on new building plans, develop spatial development. Meanwhile, the rural development sub- programme is responsible for rural development programme and assist in cases of farm evictions.

Housing delivery is facilitated through the housing unit, which works together with Gauteng Department of Housing (GDoH). The sub-unit is responsible to register, allocate and handover housing unit and title deeds to beneficiaries.

The Enterprise Development sub- unit on the other hand has;

- tourism development,
- SMME, and
- business licensing.

The objective is to facilitate local investment, small business development and job creation. Moreover, it provides service by assisting in formalisation of informal business as well as the establishment of new business in Mogale City.

Strategic Goal 2: to promote a sound environmental management system

The promotion of sound environmental management system is objective that is largely driven through by the programme of Integrated Environmental Management. The programme further has the sub-programme of;

- Municipal Health Services
- Parks Management and
- Environmental Management

The goal of this strategic programme is to deliver services of

- Manage refuse removal, recycle and minimise waste at the municipal landfill sites.
- Promote urban greening, open spaces and management of municipal parks.
- Promote sustainable environmental management and mitigate all environmental impacts.

Strategic Goal 3: To provide sound governance for local communities

This strategic goal, especially a sub-program of broadening democracy, refers to both political and administrative responsibilities in the offices of the Executive Mayor, Speaker and the Office of the Municipal Manager. The programme is largely responsible for public participation activities, such as that of the IDP and Budget process.

Local Government: Systems Act and Municipal Finance Management Act provide that Municipal governance programme should incorporate public participation process that includes community inputs in the IDP and the budget. During the month of November, Mogale City engaged the local

community on Service Delivery and Budget Implementation Plan reports and finance report. Meanwhile, the ward committee and the public are requested to provide inputs on the new IDP as well as provide proposals on the budget for the new financial year.

The programme of promoting sound governance includes;

- IDP and Performance Management
- Internal Audit Unit
- Financial Audit Committee and Performance Audit Committee.

In the sub-programme of ensuring local government accountable, which is also in the strategic goal 3, the key driver is the finance management department. This department programme is to ensure that the municipal finances are well managed in accordance with the required legislative procedure. The department consists of the following sub-units:

- Treasury and Budget Office
- Expenditure
- Revenue and
- Supply Chain Management

Strategic Goal 4: to ensure sound governance practices within the Municipality

This strategic goal refers to institutional management improvement issues, which is largely in the programme of corporate management. This involves;

- Institutional transformation and management.
- Training and skill management.
- Human Resource management.

The corporate support management programme has the following sub-units;

- Corporate Services
- Legal Services
- Secretariat
- Human Resource Management

The objective of the programme is to ensure that the City provide all stakeholders with the quality municipal practice.

3.10 Strategic Plan Target Perspective

During the 2009 strategic planning session that had representation from senior management and political office bearers the municipal leadership considered the baseline information in relation to the key performance indicators. Backlogs were identified and municipal programmes were developed to address the strategic objectives and the following medium term targets were set:

Strategic Goal 1: To provide sustainable services to the community

Strategic Objectives	Performance indicator	Target 09/10	Target 10/11	Target 11/12	Target 12/13	Target 13/14
<i>Roads (Urban and Rural</i>	• New paved roads (km)	4.3	4.6	4.7	5.4	5.8
	• Gravel roads backlog reduced (%)	15	15	15	15	15
	• Km of new gravel roads planned versus constructed (%)	90	90	90	90	90
	• Paved roads maintained (km)	7.8	4.2	4.4	4.9	5.2
	• Gravel roads maintained (km)	120	120	110	110	100
	• New storm water drainage (km)	0.74	0.81	0.84	0.89	0.90
	• Storm water drainage maintained (km)	6	6	6	7	7
<i>Water (urban and rural)</i>	• Water quality standards met (%)	90	92	95	100	100
	• Water loss reduction (%)	4	5	5	5	5
	• New community water connections (n) (residential, business)	300	1000	1000	2000	3000
	• Site and service connections planned versus provided (%)	100	100	100	100	100
	• Water network maintenance planned versus performed (%)	60	70	75	80	85
	• Bulk water capacity available versus demand (%)	100	100	100		100
<i>Sanitation (urban and rural)</i>	• Bulk sanitation capacity available versus demand (%)	66	66	66	76	76
	• Compliance to effluent treatment standards (%)	60	65	70	75	80
	• New water borne sanitation connections (n)	150	300	1000	2000	3000
<i>Electricity (urban and rural)</i>	• Bulk electricity supply capacity versus demand (%)	100	100	100	100	100
	• Electricity distribution capacity versus demand (%)	100	100	100	100	100
	• Compliance to quality of supply standards (%)	95	95	95	95	95
	• Street lighting functionality (%)	75	80	85	90	90

Strategic Goal 1: To provide sustainable services to the community

Strategic Objectives	Performance indicator	Target 09/10	Target 10/11	Target 11/12	Target 12/13	Target 13/14
Social services <i>Community development (primary health care services, social upliftment services, library services, heritage promotion, sport and recreation development facilitation); public safety services; social amenities management</i>	• Primary health care services planned versus provided (%)	85	90	90	90	90
	• Social upliftment services planned versus provided (%)	85	90	90	90	90
	• Library services planned versus provided (%)	85	90	90	90	90
	• Heritage promotion programmes planned versus provided (%)	85	90	90	90	90
	• Sport and recreation development facilitation planned versus provided (%)	85	90	90	90	90
	• Traffic / security services planned versus provided (%)	85	90	90	90	90
	• Licensing / registration services planned versus provided (%)	85	90	90	90	90
	• Social amenities management services planned versus provided (%)	85	90	90	90	90
Economic services <i>Local economic development (tourism promotion, SMME development); urban and rural development planning; human settlement planning</i>	• Tourism promotion services planned versus provided (%)	85	90	90	90	90
	• SMME development planned versus developed (%)	85	90	90	90	90
	• Urban development services planned versus provided (%)	85	90	90	90	90
	• Rural development services planned versus provided (%)	85	90	90	90	90
	• Human settlement facilitations services planned versus provided (%)	85	90	90	90	90

Strategic Goal 2: To promote a sustainable environmental management system

Strategic Objectives	Performance indicator	Target 09/10	Target 10/11	Target 11/12	Target 12/13	Target 13/14
Open space management <i>(Parks, cemeteries)</i>	• Parks planned versus provided (%)	85	90	90	90	90
	• Cemeteries services planned versus provided (%)	85	90	90	90	90
	• Parks services planned versus provided (%)	85	90	90	90	90
Municipal health <i>(Waste management; public health)</i>	• Waste management services planned versus provided (%)	85	90	90	90	90
	• Public health services planned versus provided (%)	85	90	90	90	90
Environmental compliance facilitation	• Environmental compliance facilitation services planned versus provided (%)	85	90	90	90	90

Strategic Goal 3: To provide sustainable governance for local communities

Strategic Objectives	Performance indicator	Target 09/10	Target 10/11	Target 11/12	Target 12/13	Target 13/14
Broaden local democracy	• Committees planned to be established versus established (%)	100	100	100	100	100
	• Committee functionality rating (%)	60	70	70	80	90
Local government accountability	• Reports required in terms of legislation versus submitted timeously (%)	100	100	100	100	100
	• Community queries / petitions received versus finalised (%)	60	65	70	80	85

Strategic Goal 4: To ensure sustainable governance practices within the Municipality

Strategic Objectives	Performance indicator	Target 09/10	Target 10/11	Target 11/12	Target 12/13	Target 13/14
Corporate governance practices <i>(Legal compliance)</i>	• Policies planned to be developed versus developed/reviewed %	90	90	90	90	90
	• Compliance to regulatory framework (%)	80	100	100	100	100
	• Council resolutions made versus executed (%)	100	100	100	100	100
	• Audit queries received versus corrective action taken %	100	100	100	100	100
Business leadership / management <i>(Planning, structuring, culture, performance management; stakeholder relations management;</i>	• Organisational climate / employee satisfaction rating %	45	50	53	55	58
	• Business targets met (%)	85	90	90	95	95
	• Internal client satisfaction rating (%)	50	60	70	75	80
	• External client satisfaction rating (%)	50	60	70	75	80
	• Organisational image rating (%)	-	70	-	85	-
	• SLA's required versus signed within agreed upon time	85	90	100	100	100
	• Stakeholder consultative forums planned versus established (%)	85	90	95	95	95
	• Clean audit report (n)	1	1	1	1	1
Resource Management and People Management	• Funded positions filled (%)	85	90	90	90	90
	• Competence development plan targets met (%)	65	70	75	80	85
	• Equity plan targets met (%)	80	85	90	90	90
	• Labour relations issues lodged versus attended to within regulatory guidelines (%)	90	90	95	95	95
Financial management	• Variance on operational budget spent (%)	5	5	5	5	5
	• Variance on capital budget spent (%)	15	15	15	15	15
	• Revenue budgeted versus collected (%)	90	92	94	95	96
	• Increased revenue base (%)	5	6	7	8	9
	• Goods / services / assets planned to be procured versus procured within specified standards (%)	90	95	95	95	95
	• Targeted local enterprise procurement (%)	80	85	90	90	90

Strategic Goal 4: To ensure sustainable governance practices within the Municipality ...continues...

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 09/10	TARGET 10/11	TARGET 11/12	TARGET 12/13	TARGET 13/14
<i>Information / communication technology management</i>	<ul style="list-style-type: none"> ICT master plan targets met (%) 	60	70	75	80	90
<i>Information / knowledge management</i>	<ul style="list-style-type: none"> Compliance to information / knowledge management policy (%) 	20	70	75	80	85
	<ul style="list-style-type: none"> Knowledge planned to be documented versus documented (%) 	70	75	80	85	100
<i>Asset management (Fixed assets and consumables)</i>	<ul style="list-style-type: none"> Fixed assets registered versus actual assets (%) 	10	5	4	3	2
	<ul style="list-style-type: none"> Movable assets registered versus actual assets (%) 	20	19	18	17	16
Programme / project management	<ul style="list-style-type: none"> Programme / projects completed on time (%) 	75	80	85	90	90
	<ul style="list-style-type: none"> Programmes / projects completed within budget (%) 	75	80	90	90	90

CHAPTER 4 : PROJECT PHASE

In terms of section 26(i) the Local Government: Municipal Systems Act (Act 32 of 2000) hereinafter referred to as the MSA. Municipalities must ensure that an Integrated Development Plan reflects the Key Performance Indicators and Performance Targets. Furthermore in accordance with section 42 of the MSA, municipalities must allow the community to participate in the setting of appropriate Key Performance Indicators and Performance Targets for the municipality. In pursuit of achieving these imperatives, the municipality has adopted a public participation system that includes ongoing engagement with the ward committees, Mayoral Road shows and stakeholder engagement forum constituted by the business, religious, youth and safety sectors. Since the limited resources at the disposal of the municipality cannot satisfy all the identified needs, a prioritisation model was developed so as to ensure that the most pressing needs and government priorities get allocated the necessary resources. The table below lists the identified community needs in order of priority.

No.	Urgent needs	Important needs		Less pressing needs	
1	Housing, including Hostels upgrade, conversion and rural site and services	10	Cleaning dumping sites/ collection of refuse removal	17	Development of parks and open spaces
2.	Water and Sanitation especially in Rural area	11	Improved service delivery	18	Road markings
3	Economic development and Job creation	12	Sport, Art and recreations	19	Illegal housing activities
4.	Roads and storm water maintenance	13	Demarcation of areas for street vendors	20	Rename of street names
5	Electricity supply to households and street illumination	14	Early Childhood development	21	Provision of pre-paid vending machine
6	HIV/Aids and Health facilities	15	Women Empowerment	22	Provision of business and church sites
7.	Social Crime prevention	16	Disability support	23	Human Development

8.	Assistance of indigent households				
9	Curbing of farm evictions and security of tenure				

Infrastructure Service (Water and Sanitation)

To achieve the above strategic goal and community needs no two and four contained in the table of community needs prioritisation, the municipality has allocated resources to achieve the following targets:

Programme	Project Name	Source of funding	Key Performance Indicator	Link to community need	Key Performance Targets		
					10/11	11/12	12/13
Provision of water in rural areas	Ethembalethu Village water	Own	Km of water pipeline	2	1.5 km of water pipeline constructed	-	-
	Rietfontein Village water	Own	Km of water pipeline	2	Construction of 1km bulk sewer line	-	-
		Own	ML of bulk sewer pump station	2	2ML sewer pump station	-	-
	Elandsdrift Village water	MIG	Km of Bulk water water pipe	2	Construction of 1.5km bulk water pipeline completed.	-	-
	Rural water and Sanitation – Emergency site and service	Own	Relief emergency	2	Relief fund for emergency site and services	-	-
	Magaliesburg Water and Sanitation	Own	km of water pipeline	2	2 km of water pipeline	-	-
Provision of water in urban areas	Rangeview Ext 2	Own	km of water pipeline	2	2km internal and bulk water pipeline completed	-	-
	Water Demand and Conservation management	DWEA	No. of campaigns	2		-	-

Provision of Sanitation services

Programme	Project Name	Source of funding	Key Performance Indicator	Link to community need	Key Performance Targets		
					10/11	11/12	12/13
Provision of sanitation in rural areas	Muldersdrift Outfall Sewer phase 1 (Designs and Planning)	MIG	% completion of the designs stages(preliminary designs completed	2	50% completion of the design stages (preliminary designs completed)	100% completion of the designs. (detailed designs completed)	–
	Muldersdrift Outfall Sewer- Phase 2 (Designs and Planning)	Own revenue	% completion of the designs stages(preliminary designs completed	2	50% completion of the design stages (preliminary designs completed)	100% completion of the designs. (detailed designs completed	–
	Magalies Waste Water Care works (Designs and Planning)	MIG	% completion of the designs stages(preliminary designs completed	2	50% completion of the design stages (preliminary designs completed)	100% completion of the designs. (detailed designs completed)	–
	Rietfontein village sanitation	Own revenue	Km of sewer pipelines	2	Construction of 1km bulk sewer line	–	–
			ML sewer pump station	2	and 1 X 2ML sewer pump station	–	–
	Ethembaletu sanitation		Km of sewer pipeline	2	1.5 km of sewer pipeline	–	–

Programme	Project Name	Source of funding	Key Performance Indicator	Link to community need	Key Performance Targets		
					10/11	11/12	12/13
	Percy Steward Waste Water Care Works(10ML extension)	Own revenue	No. of Milestones achieved	2	70% sewer effluent requirements in terms of DWEA standards	80% sewer effluent requirements in terms of DWEA standards	90% sewer effluent requirements in terms of DWEA standards
	Lusaka 2 & 3 renewals	MIG	km of water outfall water	2	1.5 km of water outfall water	–	–
			ML sewer pump station	2	2ML sewer pump station	–	–
	Lusaka 2 & 3 renewals renewals (Phase2) Planning and designs		% completion of planning (feasibility study completed)	2	100% feasibility study completed	100% completion of preliminary study completed	100% completion of detailed study
	Flip Human water care works refurbishment	Own revenue	No of Milestones achieved	2	100% feasibility study completed	100% completion of preliminary study completed	100% completion of detailed study

Roads and Storm water

Programme	Project Name	Source of funding	Key Performance Indicator	Link to community need	Key Performance Targets		
					10/11	11/12	12/13
Construction of roads	Utlhanong road rehabilitation	Own funding	km roads and stormwater network.	4	Construction phase 1 (650 m)	Continue phase 2 (650 m)	Continue phase 4 (850 m) for completion
	Pr 2 Rietvallei Ext 2		Km of roads and storm water	4	Construction of 5,0km roads and storm water network.	–	–
	Rangeview Ext 2 roads	Own funding	Km of Road constructed	4	Construction of 0,7 km roads and storm water network.	–	–
Construction of Rural Roads	Western rural roads and storm water	MIG	No. of milestones achieved	4	Construction of 0, 4 km road.	–	–
	LEFTE : Site and Services, access gravel roads and stormwater		Km of road constructed	4	1,2 km gravel access routes and storm water network	–	–
	Ethembaletu Village access routes		New paved roads and storm water drainage (km)	4	Construction of access road of 0,5 km and intersection.	–	–
	Rietfontein Village Access Routes		Km of gravel access routes	4	Construction of 0,4km road. 1,2 km gravel access routes and		

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					stormwater network.		
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Electricity

Programme	Project Name	Source of funding	Key Performance Indicator	Link to community need	Key Performance Targets		
					10/11	11/12	12/13
Provision of electricity and reduction of backlogs	Additional 33Kv lines	Own	No. of areas with additional KV lines		, Krugersdorp Noth, Condale and Chamdor and Boltonia Substations	–	–
	Conversion of overhead to underground						

Sports and Libraries

Programme	Project Name	Source of funding	Key Performance Indicator	Link to community need	Key Performance Targets		
					10/11	11/12	12/13
Provision of sports and recreation facilities	Munsieville Sports Hub	MIG	No of milestones achieved	12	Munsieville Sports Hub completed	–	–
	Upgrade of Johanna Botha park phase 3	Own funding	No. of floodlights installed		1 Flood light installation completed	–	–
Upgrading of sports complexes	Upgrading of Rietvallei Ext 2 & 3 sports complex	Own funding	% upgrade of the sport complex		100% completion of the sport complex upgrade	–	–
	Upgrading of Ga Mogale sports complex(Planning phase)	Own funding	% completion of the planning and designs		100% completion of the planning for Ga-Mogale sports complex	Construction of Ga- Mogale sports complex	–

Development Planning

Programme	Project Name	Source of funding	Key Performance Indicator	Link to community need	Key Performance Targets		
					10/11	11/12	12/13
Development Planning	Precincts plans	Own	No. of Precincts plans approved	12	CBD and , Muldersdrift Precinct plan	–	–
	Town Planning Scheme	Own	No. of town planning schemes approved		Town planning scheme draft	Town planning scheme final	–
	Land use Audit	Own	Areas for land use audit		Entire Mogale City Land use Audit	–	–

Rural development

Programme	Project Name	Source of funding	Key Performance Indicator	Link to community need	Key Performance Targets		
					10/11	11/12	12/13
Site servicing	Magaliesburg site and service	Own funding	No of milestones achieved	1	1 hectare land acquisition	–	–
	Tarlton site and service	Own funding	No of milestones achieved	1	1 hectare	–	–
	Hekpoort site and service	Own funding	No of milestones achieved	1	1 hectare	–	–
	Rietfontein/ Nooitgedacht and Ethebaletu village	Own funding	No of milestones achieved	1	1 hectare	–	–
Acquisition of land for rural housing	Riefontein and Steynsvlei	Own funding	No of milestones achieved	1	1 hectare	–	–

Enterprise development

Programme	Project Name	Source of funding	Key Performance Indicator	Link to community need	Key Performance Targets		
					10/11	11/12	12/13
Business support	Business information platform	Own revenue	No. SMMEs assisted with business establishment	3	300 SMMEs assisted with Business establishment	SMMEs assisted with Business establishment	SMMEs assisted with Business establishment
	Hawkers trading infrastructure	Own revenue	No of milestones achieved	3	8 trading hawkers kiosk built	–	–

Strategic Goal 2: To promote a sustainable environmental management system

(Integrated Environmental Management) Parks Management

Programme	Project Name	Source of funding	Key Performance indicator	Link to community need	Key Performance Targets		
					2010/11	2011/12	2012/13
Upgrading of Cemeteries	Kagiso Cemetery Upgrade	MIG/ Own revenue	No. of milestones achieved	12	Expansion of the cemetery	Fencing of the additional area	–
Development of Parks	Kagiso Regional Park Phase 1	MIG/ Own fund	No of milestones acheived	12	Fencing off of the site for the of the park	–	–
	Azaadville Parks Development	MIG/ Own fund	No. of parks developed	12	Fencing off of the site for the of the park	–	–
	Beautification of Mogale City	Own	No. of road beautification	12	Km of road inland beatification	–	–
Upgrading of landfill sites	Upgrading of Luipaardsvlei Landfill Site (phas	MIG and Own revenue	No of milestones achieved	10	Capping of the landfill	Rehabilitation and capping	Rehabilitation and capping

